

Strategic Marketing Plan



By: Sarah Calbaum, Maya Galpern, Avery Miller, Maeve Dillon, Yangzichen Zhang

AGENDA

1. Context & Problem Statement
2. Product/Service Proposal
3. Market/Framework Analysis
4. Launch Plans
5. Limitations & Risks
6. Team Learning Journal
7. Conclusion & Recommendations

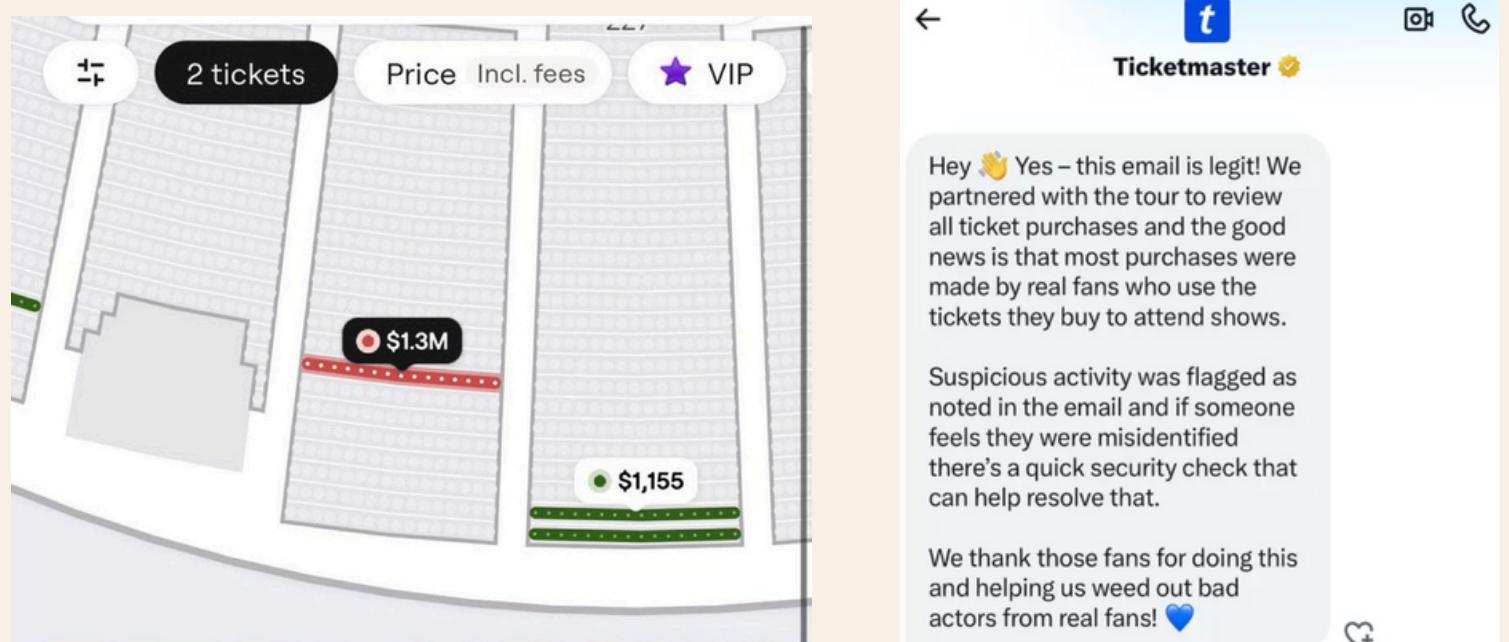


CONTEXT AND PROBLEM STATEMENT

- ★ Merged with Live Nation in 2010
- ★ Ticketmaster facing legal and social backlash, but remains #1 choice among artists
- ★ Overpriced tickets, website crashes and fans' tickets getting cancelled
- ★ CEO of Live Nation: "Concert tickets are underpriced"
- ★ Music executives fear that rising prices of tickets will single-handedly destroy the live entertainment industry



Problem Statement: As Live Nation and Ticketmaster face an ongoing lawsuit from the Federal Trade Commission that attempts to break up the company's operation, it's important they address consumer concerns by making it evident they care about the end consumer. By coming up with innovative strategic marketing signals that show their care towards loyal consumers, they can maintain a strong consumer base despite facing a potential hit to their large market share in the ticketing industry.

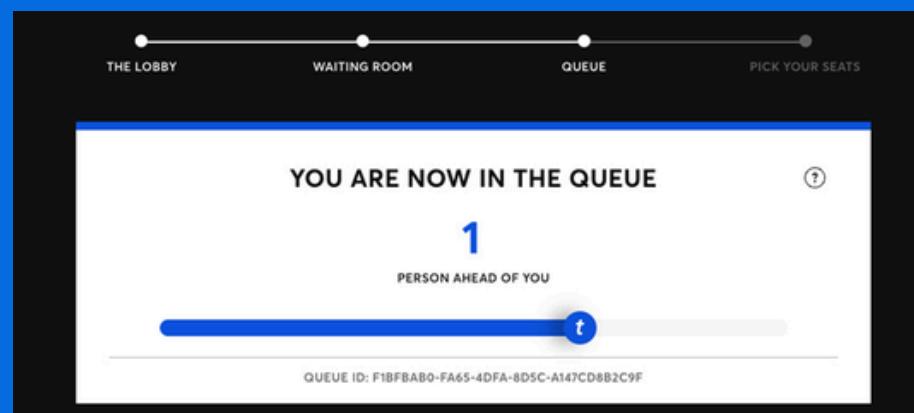


SERVICE PROPOSAL



Ticketmaster x Spotify Subscription Add-On

- Spotify subscribers can pay an extra \$2 - \$5 each month to link their Spotify account to their Ticketmaster account
- Allows TicketMaster to track your listening history and put you into queue for concert tickets according to how much you listen to the artist
- Sweepstakes for top 1% of listeners for an artist to get entered into raffle for free tickets to their concert
- Drives fans to purchase Spotify subscriptions and allows Live Nation to make money



They could easily link apple, YouTube, Spotify, Pandora, wherever Taylor streams. Even her online merch shop. But true fans are somewhere listening to her music. I had over 30,000 minutes of listening to her music on Spotify at the end of the year in 2022.

MARKET ATTRACTIVENESS

Competitive Advantage: Exclusive contracts with venues & all encompassing services with Live Nation

Ticketmaster holds a dominant position in the North American ticketing market, benefiting from vertical integration with Live Nation and exclusive venue contracts.

The company controls over 80% of primary ticketing services, giving it significant pricing power and a large consumer base.

Competitors like SeatGeek and AXS lack Ticketmaster's end-to-end ecosystem, which includes concert promotion, ticketing, and venue operations.

Despite legal scrutiny and consumer criticism, Ticketmaster's entrenched partnerships and data infrastructure create high switching barriers.

FanQueue strengthens this position by deepening user lock-in, leveraging Spotify data to reward loyalty and personalize access—something competitors can't easily replicate due to financial limitations.

ticketmaster



PORTER'S 5 FORCES

Rivalry

Low

- Ticketmaster faces **limited rivalry** due to its vertical integration and exclusive venue contracts.
- Competitors like SeatGeek and AXS operate on a smaller scale and lack full ecosystem control.
- Despite consumer criticism, no major player matches Ticketmaster's market share or infrastructure.

New Entrants

High Entry Barriers

- Exclusive contracts, massive data infrastructure, and regulatory scrutiny.
- New platforms struggle to secure venue partnerships and artist pipelines.
- Fan loyalty and platform integration (e.g., Spotify x Ticketmaster) deepen user lock-in.

Substitutes

Low threat

- Fans may turn to resale platforms or illegal ticketing, but these often lack reliability.
- Virtual concerts (e.g., Fortnite, Roblox events) offer alternatives but can't fully replace live experiences.

Bargaining Power of Consumers

Moderate

- Fans have limited platform choice for major events, especially those with exclusive deals.
- But, high expectations for fairness, transparency (i.e. Taylor Swift backlash) and fair prices increase consumer pressure.
- FanQueue aims to rebuild trust through personalized loyalty rewards.

Bargaining Power of Suppliers

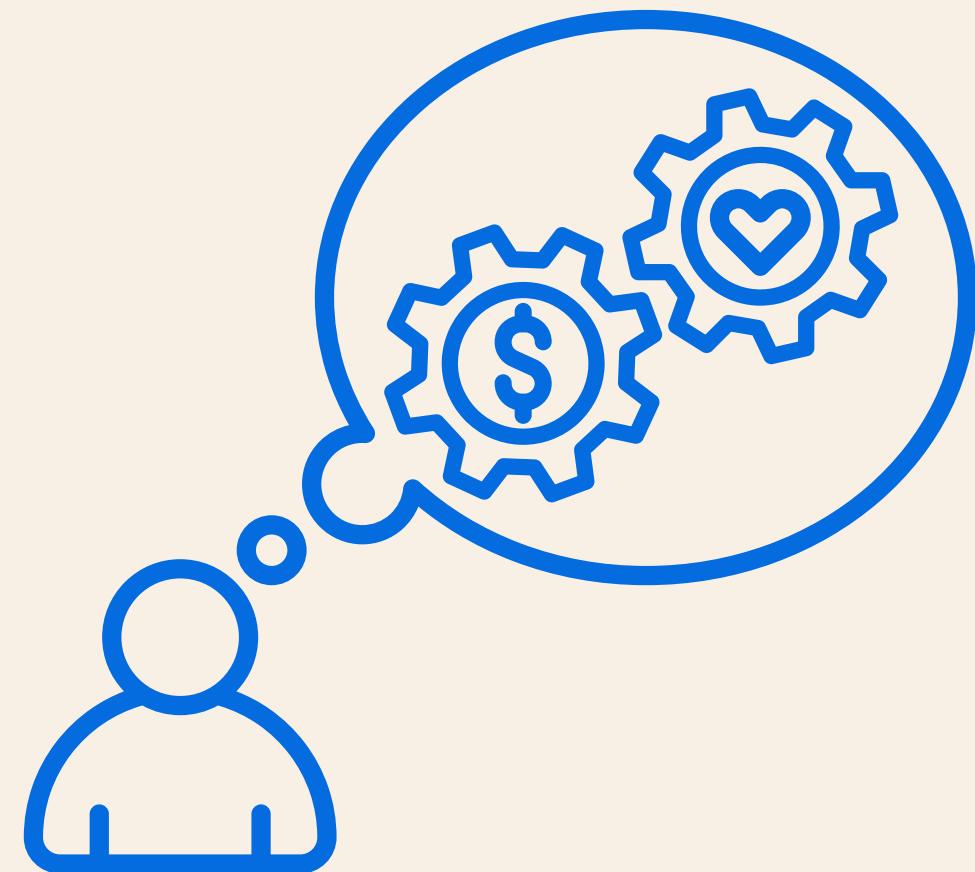
Low

- Most major venues are under long-term contracts with Live Nation-Ticketmaster.
- Artists rely on Ticketmaster's scale and promotion power, reducing their leverage.
- Live Nation's ownership of venues, promotions, and ticketing gives it dominant supplier control.

COMPETITIVE POSITION

Ticketmaster's competitive edge lies in its unmatched consumer data, loyalty infrastructure, and integration with streaming behavior

- ★ Ticketmaster's strength now hinges less on physical control of venues and more on **control of fan attention and behavioral data**
- ★ Unlike rivals, Ticketmaster can personalize offers using **Spotify listening history**, building a predictive advantage in fan demand
- ★ FanQueue introduces a **behavior-based loyalty ecosystem**, making engagement itself a marketable asset
- ★ This approach turns **user data into retention**, giving Ticketmaster a stickier relationship with consumers than competitors can match
- ★ Rather than competing on price or volume, Ticketmaster wins by becoming the platform **fans feel rewarded to stay loyal to**



SWOT

STRENGTHS

- Market leadership
- Global scale
- Established database with data-driven capabilities
- Advanced technology and innovation
- Strong industry partnerships and client relationships
- Comprehensive services for fan experiences

WEAKNESSES

- Operational failures causing a poor customer experience
- Negative public backlash
- Controversial business practices (illegal resale tactics)
- High fees

OPPORTUNITIES

- High demand for enhanced fan experiences with personalization
- Leveraging AI for deeper engagement
- Rebuilding brand trust by prioritizing fans
- Expanding and integrating partnerships

THREATS

- Lawsuits scrutinizing business structure
- Increased Competition
- Evolving consumer expectations and social media backlash
- New ticketing technology integrated into other businesses disrupts business model

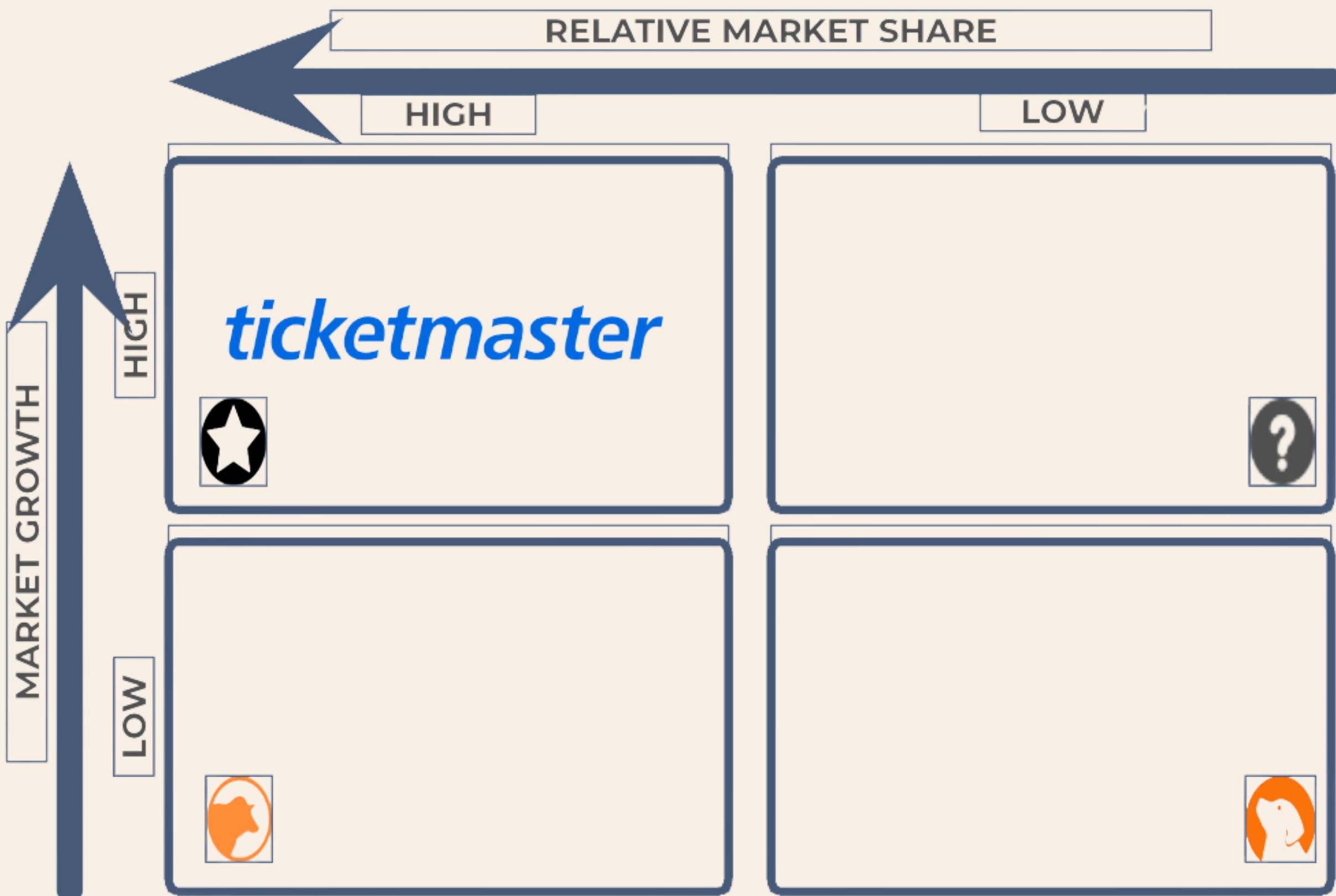
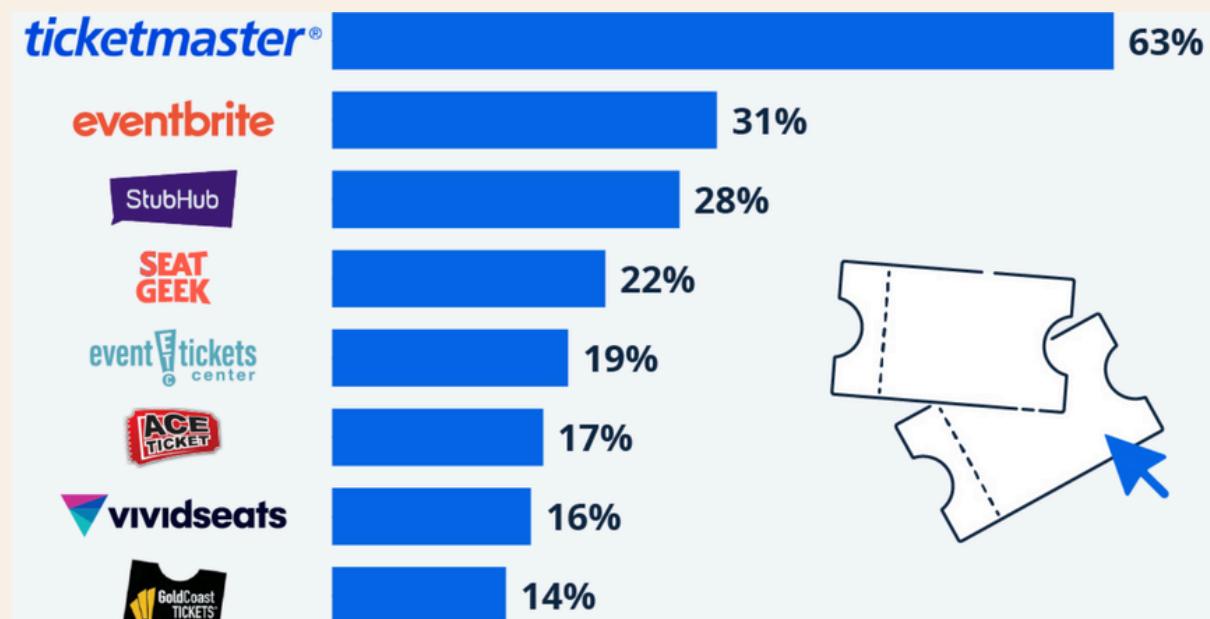
BCG MATRIX

High Market Growth

- Ticket market size is expected to grow at a rate of 30%

Market Share

- Ticketmaster is dominant in market and holds over 70% of the primary ticketing market in the US and over 80% for live concerts



TARGET MARKET: DEMOGRAPHICS AND PSYCHOGRAPHICS

DEMOGRAPHICS

- **Age: 18-35**
 - Majority of Spotify and Ticketmaster users
- **Income: Middle to upper-middle class**
 - Discretionary spending → entertainment
- **Gender**
 - 53% female
 - 47% male
- **Location: urban/suburban areas with active music scenes**
 - NYC, LA, Chicago, Austin, Nashville
- **Education**
 - High school to college degree
 - Digitally fluent and tech-comfortable

PSYCHOGRAPHICS

- **Music central to identity**
 - Daily engagement with playlists and artists
- **Prefers experiences over material goods**
- Motivated by **exclusivity, recognition, and FOMO**
- **Active on social media**
 - Shares Spotify Wrapped, concert recaps, etc.
- Values **personalization and curated digital experiences**



TARGET MARKET: BEHAVIORAL TRAITS & MOTIVATIONS

BEHAVIORAL TRAITS

- **Frequent streamers**
 - Use Spotify daily
- **Concert Loyalists**
 - Attend 3+ concerts per year
- **Superfans**
 - Top 1-5% of artist listeners
 - Strong emotional investment in favorite artists
- **Subscription-friendly**
 - Already pay for Spotify Premium
 - Open to paid add-ons



MOTIVATIONS

- Seek **exclusive access** and **status recognition** as loyal fans
- Desire to **connect digital listening** with **live experiences**
- Enjoy **social validation** through sharing music achievements online
- Attracted to **personalized, reward-based engagement**



PERSONA: “THE CONNECTED SUPERFAN”

If I’m in the top 1% of listeners, I deserve front-of-line access



Name: Jordan Reyes

Age: 26

Occupation: Marketing Coordinator

Location: Chicago, IL

Income: \$65,000/year

Education: Bachelor’s degree in Communications

Relationship Status: Single

Platforms: Spotify, Instagram, TikTok, Ticketmaster

Jordan is a digitally fluent Gen Z music lover who lives and breathes live experiences. She streams Spotify daily, curates playlists for every mood, and follows her favorite artists across platforms. With concerts as her main splurge, she’s willing to pay extra for early ticket access and exclusive perks. Jordan values authenticity, experiences over possessions, and being “in the know”. She’s the friend who always finds out about shows first. For her, music isn’t background noise; it’s a core part of her identity and social life.

POSITIONING AND VALUE PROPOSITION

Segmentation → users like Jordan Reyes

Positioning → The ultimate fan-status service

Value Proposition → “Where every play brings you closer to the stage”



MARKET STRATEGY

Service

Subscription add-on that rewards true fans with early access to concert tickets.

Place

Spotify app, artist pages, presale notifications

Promotion

Digital platforms

Process

Verification → secure
Tracking → early access

Price

\$2 - \$5 per month
for Spotify
Premium users

People

Loyal fans,
artists,
ticketing
partners

Physical Evidence

Digital confirmation,
co-branded tickets,
reviews

HOW TO EXECUTE IN MARKET

PHASE 1

PILOT LAUNCH:
Q1 2026

- Test in major U.S cities (NYC, LA, Chicago)
- Integrate with Premium Subscription flow
- Gather user feedback

PHASE 2

FULL ROLLOUT
Q3 2026

- Expand nationally and across genres
- Co-branded marketing campaigns
- Artist partnerships

PHASE 3

GROWTH:

- Introduce additional fan rewards
- Expand integration to other streaming platforms
- Leverage data for personalized marketing



LIMITATIONS AND RISKS

Q2 2025	
	<u>Reported</u>
Revenue	
Concerts	\$ 5,946.4
Ticketing	742.7
Sponsorship & Advertising	340.6
Other and Eliminations	(23.1)
	<hr/>
	\$ 7,006.6
	<hr/>

(Reported in Millions)

Financial: Have to make profit for Live Nation somehow despite fans complaining about the company taking money from them

Legal: Operations likely to halt with ongoing lawsuit so launch time might be delayed

Social: Could negatively influence both Spotify and Ticketmaster's reputation because of service add-on's price

Logistical: People could attempt to listen to an artist 24/7 with the sound off in an attempt to get further in the queue

→ Spotify's analytical operations of *Spotify Wrapped* would have to be altered to avoid this



TEAM LEARNING JOURNAL/LINKAGES

- Idea stemmed from previous conversations with loyal fans & music executives about ticket industry
- Conducted research about company news and consumer opinions to form framework analysis
 - Porter's 5 Forces → Competitors and market position
 - SWOT/PESTLE → Ticketmaster company and background
 - BCG → represented our offering
 - STP → Core Strategy & Value Proposition
 - 95:5 → focus on long-term loyalty
 - Infinity Loop → Go-to-market strategy to build customer loyalty & retention
- Challenge:
 - Refining idea to fit Live Nation's operational limitations & trying to meet consumer expectation
- Each took on a position with different portion of work and combined ideas to tell service proposal's story
- Collaboratively solved problems, adapted, and created a successful marketing opportunity for Ticketmaster



CONCLUSION/RECOMMENDATIONS

Focus marketing strategy on meeting consumer needs while building fan loyalty and trust

- FanQueue establishes a loyalty ecosystem that rewards authentic fan engagement and rebuilds consumer trust
- By leveraging unmatched consumer data and integrating with streaming behavior (Spotify listening history), Ticketmaster gains an advantage in fan demand that rivals cannot easily replicate
- This opportunity strengthens Ticketmaster's consumer relationships and allows the company to achieve greater success by becoming the platform fans feel rewarded to stay loyal to
- Implementation Recommendations:
 - 1. Maintain the Low, Value-Driven Price Point
 - 2. Expansion with other platforms



Thank You!



APPENDIX

Slides 3 & 4:

1. [PR Newswire](#)
2. [Pop Rant](#)
3. [Hollywood Reporter](#)
4. [University of Washington Law](#)

Slides 5-7:

1. [FTC Sues Live Nation and Ticketmaster](#)
2. [ECDB-eCommerce: Ticketing Industry](#)
3. [The Guardian: Taylor Swift](#)
4. [IBISworld-United States](#)
5. [Radiox: Ticket Tussle](#)
6. [FindArticles: Ticketmaster](#)
7. [Ticketmasters-dynamic Pricing](#)
8. [TicketMaster Business](#)

Slide 9:

1. [Statista](#)
2. [Yahoo Finance](#)

Slides 10-13:

1. [SQ Magazine](#)
2. [Sound Campaign](#)
3. [Engaging with EJ](#)
4. [Similarweb](#)
5. [The Business Model Analyst](#)
6. [Priori Data](#)
7. [Spotify Advertising](#)
8. [Brand Vision Insights](#)
9. [Statista](#)
10. [Arma & Elma](#)

AI Usage Statement: Some AI platforms were used to help locate sources that provided supporting evidence for our claims and provided information useful to our framework analysis.

PESTLE

POLITICAL/ LEGAL

- Live Nation monopoly lawsuit
- FTC Lawsuit over resale and advertising

ECONOMIC

- Backlash about high prices
- More artists opting in for dynamic pricing and high scale performances

SOCIAL

- Negative fan sentiment
- Loss of consumer trust
- Demand for personalization
- PR crisis after CEO Michael Rapino's interview

TECHNOLOGICAL

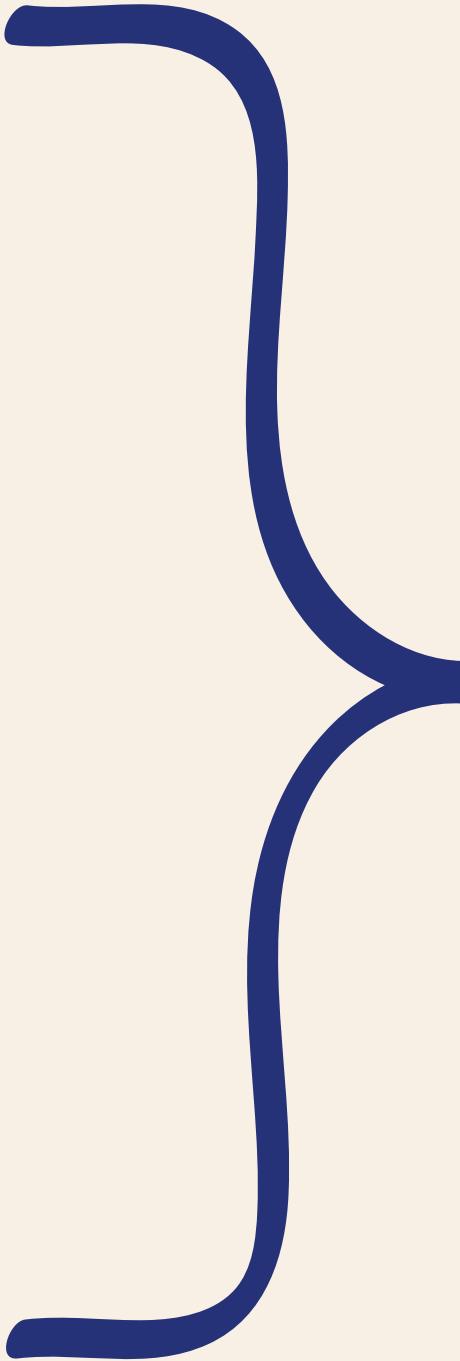
- Large established database
 - Integrated e-commerce (Spotify, TikTok, Facebook)
 - Leverage AI

TEAM LEARNING JOURNAL

- Idea stemmed from previous conversations with loyal fans & music executives about ticket industry
- Conducted research about company news and consumer opinions to build framework analysis
- Utilized the marketing frameworks to help shape our go-to-market strategy for Ticketmaster x Spotify collaboration
- Challenges
 - Refining idea to fit Live Nation's operational limitations
 - Combining consumer information from both Spotify and Ticketmaster fanbases
- Each took on a position with different portion of work and combined ideas to tell a story
- Solved problems by discussing and contributing our ideas to find solutions, adapting, and creating a successful marketing opportunity for Ticketmaster

KEY LINKAGES

- Porter's 5 Forces - assess the competitors and Ticketmaster's market position
- SWOT/PESTLE - understand Ticketmaster company and market background
- BCG - provided a clear representation of our new offering
 - Star identification informed successful marketing execution
- STP - developed our Core Strategy & Value Proposition
- 95:5 framework - focus on Ticketmaster brandbuilding and long-term loyalty
- Infinity loop (instead of AIDA) - create a go-to-market strategy for repeat customers to build loyalty and retention



Marketing
Strategy
7Ps